



**Milwaukee**

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# ***Working for the City of Milwaukee***



**The information presented in this booklet is provided  
for general information only.**

**Please contact your department's Personnel Officer if  
you would like more information.**

- ☒ This booklet is occasionally updated. You may find the updated booklet on the Department of Employee Relations' website at **<http://www.milwaukee.gov/der>** (see "Miscellaneous Information").



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# **INTRODUCTION**

Welcome to City of Milwaukee employment! This booklet will acquaint you with general information for City of Milwaukee employees.

Unfortunately, limited space prevents answering all the questions that may arise especially during the early phases of your employment. You will find that a wealth of information is available for the asking from staff members of the Department of Employee Relations. They are authorities, particularly on such matters as your rights, your privileges and responsibilities, your eligibility for promotional examinations, and many other personal issues related to employment. You may contact them during normal working hours (8:00 am – 4:45 pm weekdays) at 286-3751. A more complete listing of who to contact for specific issues is included with the New Employee Orientations materials you received. Actual City policies are contained in the “Rules of the Board of City Service Commissioner” and on the Department of Employee Relations’ website under the “*City Service Commission*” section (<http://www.milwaukee.gov/der>).

## **MILWAUKEE – CITY OF SOUND GOVERNMENT**

Milwaukee officially became a city on January 31, 1846. Today, with a population of 573,378 and encompassing an area of 96.1 square miles, it ranks 25 of the 50 largest cities in the United States.

Our system of government operates through an elected mayor and an aldermanic common council, presently composed of 15 members. The Police and Fire Department are responsible to a board of police and fire commissioners who are appointed by the Mayor and approved by the Common Council. An independent school board governs school affairs.

All full-time civil service employees are subject to the rules and regulations of the City’s Civil Service Commission. There are approximately 7,527 full-time city service employees, including some 2,388 firefighters and police officers that carry on the daily business of the City.

## **DEPARTMENT OF EMPLOYEE RELATIONS – OFFICE OF DIVERSITY & OUTREACH MISSION STATEMENT**

The Office of Diversity and Outreach was established in January of 2003 by the Employee Relations Director, to promote the importance, benefit and necessity of maintaining diversity within the City of Milwaukee's workforce and to ensure compliance with applicable City policies, ADA regulations, fair employment, anti- harassment and discrimination laws for City of Milwaukee employees by developing and revising policies to keep pace with changes in laws, disseminating policies, facilitating training, by providing an alternative method of reporting violations and by promptly investigating reported violations of those policies and laws. If an investigation discloses a violation has occurred the Diversity and Outreach Officer will work with department heads and managers to implement the corrective recommendation or a reasonable alternative.

The Office of Diversity and Outreach also serves the citizens of Milwaukee by providing (a) any resident that believes they have been discriminated against in employment or housing within the City of Milwaukee the means to file a complaint with the Equal Rights Commission, or (b) any citizen that believes he or she has been treated in a manner that violates the Fire and Police Commission rules or the standard operating procedures of the Police or Fire department by an employee of the Fire or Police department the means to file a complaint with the Fire and Police Commission.

The staff of the Office of Diversity and Outreach strives to maintain the confidentiality of the information obtained during the course of an investigation and in most cases, it will only be divulged on a need to know basis. However, some of the records obtained or created during the investigation may be subject to disclosure under the Wisconsin Public Records statute.

# CITY ETHICS CODE

In 1977 the City of Milwaukee adopted an ethics code for its elected officials, employees, board/commission members. The ethics code provides the best vehicle to assure the community that its officials recognize that the holding of public office is a public trust.

Ethical conduct is truly a matter of performing one's duties and responsibilities in accordance with established rules and guidelines of good, sound judgment. Showing strict regard for ethical conduct is essential in order to maintain high public esteem. Our public officials are very concerned with this issue.

The community, in turn, should be equally concerned with the rights and reputation of its dedicated public officials.

Public cooperation is required to assist the Ethics Board in maintaining Milwaukee's reputation for high ethical standards and conduct.

## ***What is the Ethics Code? The City of Milwaukee Code of Ethics, Chapter 303:***

- ♦ Describes conduct required of all city employees and officials.
- ♦ Prohibits activities that would create a conflict of interest.
- ♦ Creates the Board of Ethics.

## ***Who is covered?***

- ♦ All City employees.
- ♦ Office holders and candidates for public office.
- ♦ Citizens serving on boards and commissions.

## ***What can I do to strengthen Ethics in Milwaukee's government?***

- ♦ Conduct yourself ethically using good judgment and common sense.
- ♦ Act with integrity and concern for the public interest, the code demands it.
- ♦ Avoid conflicts of interest, in fact or appearance.
- ♦ Remember that everyone's actions add to or subtract from the city's reputation for high moral and ethical standards.

## ***Do I have any guidelines? Yes, below are some general guidelines:***

- ♦ A city employee or official should not accept anything of value which could appear to influence his/her public duties.
- ♦ A city employee or official should not accept anything of value which could appear to be a reward for action taken in his/her public duties.
- ♦ A city employee or official should not use his/her public position for personal gain or for the gain of immediate family members or for organizations in which he/she has an interest.
- ♦ A city employee or official should not use work place information, which is unavailable to the public, for personal gain.
- ♦ Contracts of over \$3,000 between a city employee or official and the city are prohibited without written disclosure to the Ethics Board and to the contracting department.
- ♦ A city employee or official should not represent persons, for compensation, before city department, commissions, or boards unless as part of his/her official duties or at a recorded open hearing.
- ♦ For a period of 12 months after leaving city employment, an employee or official may not represent, for compensation, persons before city department, commissions or boards related to his/her former position.

## ***Do I have to file a financial statement?***

Some individuals, as determined by the Code and by the Common Council's Positions Ordinance, are required to file an annual financial statement. If required to file, you will receive a statement.

***What does the Board of Ethics do? The Board works to implement the City's Code by:***

- ♦ Issuing confidential advisory opinions to covered persons about their own situation or plan.
- ♦ Investigating sworn complaints from covered persons, the general public, or the Board itself.
- ♦ Requiring and reviewing annual financial statements – a simple form that asks for information on issues that could indicate a potential conflict of interest.

***What if I have questions?***

Contact your Ethics Board at (414) 286-8641 or send an email to **ethics@milwaukee.gov**.

The entire Code of Ethics is available on the Ethics Board website, or your department head should have a copy.

City Hall, Room 205

200 E. Wells Street

Milwaukee WI 53202

Phone: 414-286-8641 / Fax: 414-286-0723

Website: **<http://www.milwaukee.gov/ethics>**

***Your Ethics Board:***

<b>CHAIR</b> <b>Dwight H. Ellis</b> <i>Since Dec. 2003</i> Public Policy Forum	<b>VICE CHAIR</b> <b>Martha Toran</b> <i>Since Sept. 2002</i> Milwaukee Branch – N.A.A.C.P.
<b>Eliot Bernstein</b> <i>Since Sept. 2004</i> Interfaith Conference of Greater Milwaukee	<b>Patricia A. Hintz</b> <i>Since April 2005</i> Milwaukee Bar Association
<b>Frances Swigart</b> <i>Since Dec. 2006</i> League of Women Voters of Milwaukee County	<b>Devon Turner</b> <i>Since Dec. 2006</i> Metro. Milwaukee Association of Commerce
<b>Annie Wacker</b> <i>Since Oct. 2005</i> Milwaukee County Labor Council	



# EMPLOYMENT ISSUES

## **CITY RESIDENCY REQUIREMENT**

As a condition of your employment with the City, you must be a resident of Milwaukee (not a suburb). If you are a new employee and currently reside outside of the City, you must move into the City. Employees residing outside the City should have their department contact the Department of Employee Relations - Administration Division (286-3398) on relocation time allowance.

Only the City Service Commission has the authority to waive, for very special reasons and for short periods of time, the residence requirement. The Commission is also the only body empowered to rule on actual residence. Unless you meet established residence requirements, you are not entitled to receive your pay.

Section 5.02 of the City Charter requires City residency for its employees. Since the Milwaukee City Service Commission has enforcement responsibility for this provision, the Commission has directed that the following points be communicated to all employees:

- (1) Employees of the City of Milwaukee, whether regularly appointed or exempt, are required to maintain a bona fide residence within the City of Milwaukee and are required to live at the residence.
- (2) Employees who believe they have a legitimate reason for residing outside of the City for any period of time are required to request and receive permission from the City Service Commission in advance of establishing such a residence.
- (3) Employees found to be in non-compliance with the residency ordinance may be subject to immediate termination or discharge.
- (4) Employees with questions about the City residency requirements should contact either their immediate supervisor or the Department of Employee Relations at (286-3398).

**Personnel Policy #87/4 (9/16/87):** City of Milwaukee employees are required to maintain their actual bona fide residences within the City boundaries. Pursuant to Charter Ordinance, sec. 5.02, and Civil Service Rule VIII, sec. 11, the City Service Commission is authorized to make determinations relative to cases involving dual residency. The following is the Commission's policy with respect to such cases.

**Dual Residency Policy Statement:** In cases in which dual (or multiple) residency is an issue, a determination shall be made as to which location constitutes the actual residence and it shall be that location which will be considered in establishing whether an employee is in conformity with the intent of the Charter Ordinance and Civil Service Rule. Maintaining a rented room or rooms or maintaining living quarters with a friend or relative, when done principally for the purpose of establishing City residency shall not be considered as conforming. Neither ownership of real property in the City with payment of taxes, nor voting in the City shall be deemed adequate, unless the actual living quarters are in the City.

The determination of actual residency shall include but not necessarily be limited to an overall consideration of the following factors:

1. At which location does the employee's family reside and attend school?
2. At which location does the employee keep his or her tangible personal property and effects?
3. At which location does the employee receive his or her correspondence?
4. At which location does the employee spend his or her time?
5. Which location does the employee list for official documents?
6. Which location is more suitable in terms of aesthetics, habitability, comparative comfort, convenience and regular access?
7. At which location is habitation fixed without any present intent to move?
8. At which location is there an apparent intent to make a permanent domicile?
9. In the event that one location is owned and the other is rented, some presumption of residency shall be applied to the owned property.

Decisions involving dual residency require judgment based upon the totality of circumstances present in each case. The aforementioned are among the indicia that will be considered in applying that judgment on a case-by-case basis. This underscores the fact that the intent of the Rule and Ordinance is to ensure that all employees are actual bona fide residents of the City of Milwaukee and that the City Service Commission will not tolerate subterfuge as a means of evading this unequivocal intent.

### **MEDICAL EXAMINATION**

As a protection both to you and to the City, you are required to pass a physical examination prior to being accepted for employment. The purpose of the exam, administered without cost to you by the City Health Department, is to establish a record of your physical condition at the time you start work, and to assure your ability to perform all duties and functions required by your job.

### **PROBATIONARY PERIOD**

As a City Civil Service employee, you will serve a probationary period. The “job tryout” is the last part of the examination. This is your opportunity to become acquainted with your specific job duties and show your ability to perform satisfactorily. Consequently, this time span is very important to you.

The length of a probationary period varies with job classification. For laborers, the time is six months. Other employees have a six-month probation period, while most professional and managerial positions require longer periods of one year or more. You may be dismissed without the right of a hearing or an appeal to the City Service Commission at any time during your probationary period if your work proves unsatisfactory, or if you are found to be in frequent violation of the rules.

### **PARKING**

Parking space in the vicinity of City Hall is very limited. A lesser problem exists if you work out of one of the City's area stations or other outlying installations.

Because of the nature of their work, a few City officials and employees are assigned parking space at one of the municipal garages or lots. This, however, is the exception.

City employees are encouraged to use public transportation or join a car pool to conserve energy as well as to save money in parking fees. Please refer to the section on the Commuter Value Pass Program.

### **EMPLOYEE UNIONS**

Under Section 111.70 of the Wisconsin State Statutes, City employees have “the right of self organization...and to engage in collective bargaining or other mutual aid or protection and to refrain from any and all such activities” except that employees may be required to pay dues in a manner provided in a fair share agreement.

It is not the City's policy to discourage union membership except among supervisory and confidential employees who are prohibited by various decisions from being represented by such groups.

The City currently negotiates with 20 separate bargaining units, designated by the Wisconsin Employment Relations Commission as certified representatives of those employees in these bargaining units.

### **OUTSIDE EMPLOYMENT**

For many of its Civil Service employees, the City of Milwaukee has no objection to part-time employment with a private firm or industry. It must be understood, however, that the part-time work may, in no way, interfere with the performance of regular City work. Before accepting part-time employment, check with your supervisor to make certain that you are not violating City rules and that there is no conflict of interest between your regular and your part-time work. Part-time work with another City department or the Milwaukee Public Schools is not permitted.

### **POLITICAL ACTIVITY**

Civil Service employees are prohibited during scheduled work periods, from engaging in the distribution of badges, posters, bills, printed or written matter approving or favoring a candidate for nomination or election to municipal political office. A civil service employee has the right to become a member of a political organization, to attend political meetings, to express his/her opinions on all political subjects and to enjoy freedom from all interference in casting his/her votes. You are encouraged to vote in all elections.



## **NEPOTISM**

No person will be appointed to a civil service position if they are related by blood or marriage to the appointing officer, appointing board, direct supervisor, or elected or appointed City official except as a result of regular certification from an original or promotional eligible list established as a result of examination, in accordance with Civil Service Rule VIII, Section 2.

## **DISCIPLINE AND DISCHARGE**

Disciplinary rules for City employees differ little from those in private industry. Improper habits, insubordination, absence from duty without reason, inability to do satisfactory work, conduct unbecoming of a City employee -- any of these may be cause for disciplinary action including discharge. Penalties for violation of established City rules and regulations include demotion, suspension or discharge. Repeated suspensions can lead to eventual discharge. After a civil service employee has completed the probationary period for the current job, he/she may have the right to appeal a serious disciplinary action to the Civil Service Commission or may have the right to request arbitration.

## **LAYOFFS**

Certain jobs under Civil Service are seasonal. Others can be affected by adverse economic conditions or reduced operating budgets. City employees may be laid off whenever one or a combination of these circumstances occurs.

Layoffs of employees represented by bargaining units are conducted according to their union's collective bargaining agreement. All other layoffs of non-union represented employees are conducted in accordance with the rules of the Board of City Service Commissioners.

# **AT THE WORKPLACE**

## **ROLE OF YOUR SUPERVISOR**

Undoubtedly the most important person in your working life is your supervisor. Supervisors are responsible for carrying out the policies of management at all levels. They serve as a "link" between employees on a higher level and those on a lower level. They are also an important source of information for new as well as seasoned employees. Your supervisor can be very helpful in increasing your knowledge of the job you perform and of the operation of the City in general.

## **WORK SCHEDULE**

Most City employees work from 8:00 am until 4:45 pm, Monday through Friday, with 45 minutes off for lunch. Some departments have found it necessary or more advantageous to begin and end their workday at times other than the above. A few employees are required to work nights, Saturdays and Sundays. Check with your supervisor to make sure you know your own work schedule. Other schedules may be instituted based upon emergencies or special circumstances.

## **PUNCTUALITY AND ATTENDANCE**

The City has a right to demand of every employee these two things: punctuality in reporting for work on times each day, and regularity of attendance at work. When you are late for work, you cause many other people to delay starting their jobs. When you do not show up at all, you disrupt many other schedules. If you know you are going to be late, or that you are going to miss a day's work entirely, inform your supervisor immediately. You leave yourself open to disciplinary action if you fail to report to your assigned job or fail to call in on time as required by the rules of your department. If you cannot COME IN, CALL IN!

# **PRIVILEGES AND RESPONSIBILITIES**

## **PUBLIC CONTACT**

Because the City employs you, you have a critical public contact role. Your work, attitude and appearance are all subject to close inspection by the public. In many cases, you are the only City employee some people know. Individuals and their friends base their total judgment of the efficiency and character of their City's government on the way you perform. To them, YOU are the City.

If you can take pride in the fact that you are doing your job well, others will catch the same spirit. The reputation that your City enjoys depends largely on what you and your co-workers say about it.

When asked for information, do not give the questioner the "runaround." You cannot possibly know all the answers, but you can make sure that you refer people seeking information to the right sources. Be courteous in all your dealings with the public. Show a sincere interest in the problems that are directed to you. Never lose your temper or give a "short" answer no matter how seriously you may be tempted to do so. Whether you want it or not, you are on public display at all times when you work for the City.

## **TELEPHONE USE AND COURTESY**

Office telephones are intended for use in City business matters. This does not mean you are forbidden use of the telephone for urgent personal matters. The City realizes the foregoing of essential personal calls may result in serious inconvenience to employees. Keep in mind, however, that the "personal use" privilege is easily abused through too frequent, unnecessary and too lengthy calls. It can be curtailed or withdrawn completely at any time.

Special attention should be given to the handling of official calls. Answer promptly, in a friendly and courteous manner. Should a call be misdirected to your phone, determine the correct destination of the call and arrange promptly for its transfer. These are other worthwhile telephone tips:

- Answer the phone before the third ring.
- Answer any unattended phones near you.
- Always identify your office and yourself.
- If necessary to place a call on "hold," tell the caller "why" and return to the line frequently.
- Speak clearly, pleasantly and naturally.
- Keep all calls as brief as possible.
- Always keep a City directory near the phone for reference.
- Hang up the receiver gently at the conclusion of the call.
- Above all, be courteous, helpful and friendly. The calling party will judge the entire City by your telephone "personality."

## **EMAIL GUIDELINES**

E-mail allows people to communicate quickly and efficiently. It also encourages and stimulates flexible interaction; enhancing the exchange of information and helping people do their jobs better. However, because of its widespread use and ready availability, e-mail can also easily become subject to misuse and intentional abuse.

Departments should make all e-mail users aware of the following specific guidelines. Users must understand the potential liability and security risks associated with sending and receipt of e-mail. The following guidelines represent "best-practices" that will help to ensure appropriate use of e-mail so as to avoid exposing individual employees, the department and the city to undue risks.

State law, federal laws, regulations and legal decisions, City of Milwaukee Ordinances and Information Security Policies provide the basis for many of the following guidelines. Consequently, departments are strongly encouraged either to adopt the guidelines as written or to use the guidelines as the basis for developing department-specific policy statements.

1. **AUTHORIZATION:** City department managers bear responsibility for authorizing access to e-mail resources for their employees. Departments should routinely review employee access privileges to determine if continued access to e-mail is consistent with the duties of and will enhance the

productivity of the employee and whether the employee has used the resource effectively.

2. **ACCESS:** Any authorized user connected to the city's Wide Area Network will receive e-mail privileges. These privileges enable the employee to use City equipment to send messages to and receive messages from addresses both inside and outside of city government. Employees who do not receive access to e-mail as part of their official duties may not, under any circumstances, use the e-mail account of another city employee to send or receive e-mail.
3. **OFFICIAL USE:** The City of Milwaukee encourages its employees to use e-mail for work-related communications, to assist in providing services to citizens, and for any other activity that supports the city's mission. City departments may also choose to authorize limited incidental use of the city's computer resources for personal purposes as deemed appropriate. However, departments must ensure that such use does not impair the employee's ability to fulfill his or her job responsibilities and does not impose any additional costs or liabilities on the city. Under no circumstances should employees be permitted to use city equipment and e-mail systems for illegal activities, profit-making ventures or political endeavors.
4. **VIRUSES:** In recent months e-mail attachments have become the most common method of spreading computer viruses. Employees must scan all incoming e-mail for viruses, regardless of whether they contain an attachment. Users should not open or attempt to read any file received as an attachment to e-mail unless specifically requested or received from a trustworthy source. Even then, the e-mail and its attached file should be scanned for viruses using reliable anti-virus software with up-to-date virus definitions.
5. **LIABILITY:** Users must abide by all applicable laws, policies, and guidelines regarding the appropriate use of e-mail. Users may not send messages that can be construed as scandalous, defamatory, libelous, obscene, immoral or in violation of any intellectual property rights. E-mail users may not knowingly misrepresent themselves or their employment by the city; in messages sent they must always identify themselves honestly, accurately, and completely.
6. **CITY PROPERTY:** All e-mail and/or Internet transmissions sent from or received through city computers (including any incidental personal messages either sent or received) are considered city property. City and departmental management reserve the right to examine, at any time and without prior notice, all e-mail, directories, files and other information stored on data disks, computers, and/or other media.
7. **PUBLIC RECORD REQUESTS:** Any e-mail messages transmitted or received using city systems are subject to public records laws and any record keeping requirements that these laws entail. Requests from outside the city for access to electronic files should be handled through the same procedures as requests for any other public record. Thus, employees should not send out files containing city information without prior approval of the department manager.
8. **PRIVACY:** Due to public records laws, and because e-mail administrators sometimes have no choice but to view messages in performing regular maintenance, users should not assume any privacy or confidentiality for any messages they transmit or receive via e-mail. Employees should choose a different mode of communication for sensitive or confidential matters.
9. **SECURITY:** E-mail does not offer a secure medium for communicating information. Users should always consider that someone other than the intended recipient might read their messages; they can have no expectation of confidentiality. Even following deletion, e-mail messages can be successfully recovered from system backup files indefinitely. Therefore, users should never send confidential or sensitive information via e-mail.
10. **BROADCAST MESSAGES:** Broadcast e-mail messages should be used judiciously to communicate within a City department or division or to all members of an interdepartmental work group and then only in support of city business.
11. **FILE MAINTENANCE:** Users should file e-mail in electronic folders or print important messages for filing and delete unnecessary e-mail. Formal departmental communications should be maintained separately from informal messages.
12. **RESPONSIBILITIES:** The City of Milwaukee trusts that its employees will act responsibly, and always in

the best interests of the taxpayers who support them and the customers who depend on them. Each individual is responsible for complying with all applicable state and federal laws, and all City policies and standards when using the City's e-mail system. City departments will be held accountable for the actions of individual employees to ensure that conduct meets guidelines established for appropriate use of e-mail.

The city will establish any and all policies necessary and monitor operations to protect employees from creating legal liabilities and negative publicity for themselves and the city. Violations of any policies or standards can result in disciplinary action against the employee in accordance with local, state, and federal law and City administrative rules. Persistent abuse of e-mail by City employees can result in permanent revocation of e-mail privileges for the person or persons involved.

## **INTERNET USE GUIDELINES**

The Internet represents a value-added working tool that offers great benefits to its users and to the city. Unfortunately, Internet access can also divert attention from productive work practices and heighten security risks. Inappropriate use of Internet resources can also increase the city's exposure to liability and make city networks more vulnerable to hackers, virus infections, and other dangers.

Departments should make all Internet users aware of the following specific guidelines. Users must understand the potential liability and security risks associated with use of City equipment to access the Internet. The following guidelines represent "best-practices" that will help to ensure appropriate Internet use so as to avoid exposing individual employees, the department and the city to undue risks.

State law, federal laws, regulations and legal decisions, City of Milwaukee Ordinances and Information Security Policies provide the basis for many of the following guidelines. Consequently, departments are strongly encouraged either to adopt the guidelines as written or to use the guidelines as the basis for developing department-specific policy statements.

1. **AUTHORIZATION:** City department managers will determine whether Internet access is consistent with the duties of and will enhance the productivity of an employee. Departments should routinely review employee access privileges to determine if the employee has used the resource effectively and whether continued access to E-mail is warranted.
2. **ACCESS:** Authorized users connected to the City's Wide Area Network will receive Internet access privileges. Employees who do not receive access to the Internet as part of their official duties should not be allowed to access the Internet using another employee's account and equipment. When an employee assumes a new position or responsibilities, the department should review his or her Internet authorization to determine the need for continued access. Access terminations are accomplished by departmental notification to their respective city Internet service provider.
3. **OFFICIAL USE:** The City of Milwaukee encourages its employees to use the Internet for work-related research, to provide services to citizens, and for any other activity that supports the City's mission. City departments may also choose to authorize limited incidental use of the city's Internet resources for personal purposes as deemed appropriate. However, departments must ensure that such use does not impair the employee's ability to fulfill his or her job responsibilities and does not impose any additional costs or liabilities on the city. Under no circumstances should employees be permitted to use city equipment and Internet access for illegal activities, profit-making ventures or political endeavors. Departments should also prohibit use of city resources for playing games against opponents over the Internet. The Information and Technology Management Division of DOA, if requested, can assist departments in monitoring employee use of Internet resources with tracking software.
4. **VIRUSES:** Virus infection represents one of the most well-documented threats of Internet use. Employees must scan all incoming files for viruses, whether downloaded or attached to electronic mail messages. Users should not open or attempt to read any files received over the Internet that they did not specifically request, and should immediately contact their network administrator upon receiving an unrequested file.
5. **COPYRIGHT:** Information placed on the Internet is the intellectual property of the person or organization posting it. Users must be sure to cite their sources when using any text, ideas, software, or graphics copied from the Internet.

6. **CITY PROPERTY:** All Internet transmissions sent from or received through City computers are considered City property. City and departmental management reserve the right to examine, at any time and without prior notice, all directories; downloaded text, image, audio and video files; and other information (business-related or personnel) stored on data disks, computers, and/or other media.
7. **PUBLIC RECORD REQUESTS:** Requests from outside the City for access to electronic files should be handled through the same procedures as requests for any other public record. Thus, employees should not send out files containing city information without prior approval of the department manager.
8. **SECURITY:** Employees may not deliberately propagate any virus, worm, Trojan horse, or other program code that interferes with or degrades operation of the city's computer systems or systems of another entity. Likewise, users may not deliberately expose systems of the city or other entities to risk nor use city systems to attempt unauthorized entry into secure areas of the city system or similar areas of other non-city systems.
9. **FEE RESOURCES:** Access to some resources requires payment of an additional fee. Department managers may want to require that staff seek prior approval for access to any fee-based Internet resources.
10. **FILE TRANSFERS:** Large file transfers should be done at times when they will not significantly degrade the performance of the City network. Non-peak network hours are from 6:00 p.m. to 8:00 a.m. weekdays and any time on Saturday or Sunday.
11. **DISCUSSION GROUPS:** The Internet contains numerous discussion groups or forums where users may post messages and exchange ideas. Many of these are useful places for research on topics of interest to City departments. However, users may not knowingly misrepresent themselves or their employment by the city; they must always identify themselves honestly, accurately, and completely. As with any other form of communication, departments are responsible for any misrepresentation of official City policy made by employees and posted to the Internet. Department managers may want to require prior approval for employees to post messages to such locations.
12. **RESPONSIBILITIES:** The City of Milwaukee trusts that its employees will act responsibly, and always in the best interests of the taxpayers who support them and the customers who depend on them. Each individual is responsible for complying with all applicable state and federal laws, and all City policies and standards when using City equipment to access the Internet. City departments will be held accountable for the actions of individual employees to ensure that conduct meets guidelines established for appropriate use of Internet.
13. The city will establish any and all policies necessary and monitor operations to protect employees from creating legal liabilities and negative publicity for themselves and the city. Violations of any policies or standards can result in disciplinary action against the employee in accordance with local, state, and federal law and City administrative rules. Persistent abuse of Internet access by City employees can result in permanent revocation of Internet privileges for the person or persons involved.

## **EQUIPMENT AND SUPPLIES**

The City provides equipment and supplies necessary to the proper performance of your work. Misuse of equipment or waste of supplies will result in higher costs of government. Serviceable life of most equipment can be greatly extended through proper use and by preventative maintenance. It is a good rule to treat every piece of equipment as though you alone will be required to replace it when it wears out.

## **CITY VEHICLES**

A few City officials and employees are assigned a City vehicle to help them in the performance of their work. Other employees must drive City-owned vehicles (IE, trucks, equipment) on their regular job. City vehicles are clearly marked. As an operator of one of these, you are very much in the public "eye." Common sense dictates that all equipment is treated with care and that special attention be given to the observance of all traffic safety rules and regulations. Your "marked" vehicle demands that you set the example.

## **MEMBERSHIP IN ORGANIZATIONS**

In general, there are no restrictions on your membership in social, professional, and labor organizations of your choice, as long as their activities are within the law, and do not interfere with the performance of your work.

# **JOB CLASSIFICATION INFORMATION**

## **JOB CLASSIFICATION**

Jobs with similar responsibilities and requirements are given the same job classification by the Department of Employee Relations for the purpose of determining appropriate wage and salary rates. For example, all employees who do entry-level drafting work are given the title of Drafting Technician I and are placed in the same pay range.

Job studies are made by the Department of Employee Relations at the request of department heads or through the collective bargaining process to determine whether sufficient changes in duties and responsibilities have occurred to warrant reclassification of a given position.

When the study is completed a report is submitted to the City Service Commission and copies are distributed to the parties that requested the study. If the requesting party disagrees with the results of the study and appeal hearing is scheduled before the City Service Commission.

A change in job classification requires approval by both the City Service Commission and the Common Council. Call 286-3387 if you have any questions, or send email to [aknick@milwaukee.gov](mailto:aknick@milwaukee.gov). Information is available online on Employee Relations' website <http://www.milwaukee.gov/der> (see *Compensation Services*), or the City's Intranet, "The MINT." Go to <http://mint.milwaukee.gov> and click on Employee Resources, then on "Forms for City Service."

## **SPECIAL GROUPS UNDER CIVIL SERVICE**

Not all City employees are subject to the rules and regulations of the City Civil Service. Separate commissions and boards govern certificated employees of the School Board, Fire Department, and Police Department. Non-certificated members of the School Board come under all provisions of the City Service rules, and most sections of the "Rules of the Board of City Service Commissioners" manual apply to them.

## **PERSONNEL RECORD CHANGES**

It is your responsibility to keep your personnel records correct and up-to-date. Please use the **Employee Self-Service** website to change your personal information.

## **EXEMPT EMPLOYEE CAREER ADVANCEMENT**

If you are exempt from Civil Service your supervisor has made you aware of some of the differences between regular Civil Service and exempt appointments. One difference involves your eligibility to take City examinations. While you may take regular "Original" open competitive examinations for which you qualify you cannot take "Promotional" examinations. However, if you feel that you meet the requirements for a scheduled Promotional examination you may send a letter to the City Service Commission stating your qualifications and your desire to compete for the position through an open competitive examination. Such requests should be made as soon as possible after the promotional examination is announced. The City Service Commission will make a final determination regarding your request.

## **SALARY**

As a new employee, you are probably starting at the first rate in your pay range. Each year you will advance one pay step until you reach the maximum of your pay range. Your salary will then remain constant -- except for justified, special or general pay increases -- unless you move to another job title through promotion or reclassification. Special differentials, overtime pay, and time off practices vary somewhat by department and should be discussed with your supervisor.

Salary rates for each City job title and all special pay differentials are contained in an official Salary Ordinance which is available for your reference at the Department of Employee Relations, Room 706, City Hall, or the Legislative Reference Bureau located in the basement of City Hall, Room B-11.

# PAYCHECK INFORMATION

## **PAY DAYS**

City employees are paid on alternate Thursdays. To allow sufficient time for preparation of payrolls and pay checks, your salary is delayed for two weeks following the period in which it is earned. Your payroll clerk or supervisor will see that you receive your check regularly. The City also offers **Direct Deposit**.

## **PAYROLL DEDUCTIONS**

Law requires certain deductions from your paycheck. Others may be arranged as a convenience to you. Law requires Federal and state income tax withholding deductions, certain union "fair share agreement" deductions and your contribution to Social Security. At your direction, automatic deductions can be arranged for the purchase of United States Savings Bonds, contributions to the Combined Giving Campaign and United Performing Arts Fund, or contributions to the deferred compensation savings program. Contact your payroll clerk to arrange any or all of these voluntary deductions.

## **CITY TAXES**

The City Treasurer of Milwaukee, as required by Wisconsin State Statutes, bills and collects property taxes levied by five local units of government and the State of Wisconsin:

1. State of Wisconsin Forestry Tax
2. Milwaukee Metropolitan Sewerage District (MMSD)
3. Milwaukee Public Schools (MPS)
4. Milwaukee Area Technical College (MATC)
5. Milwaukee County Government
6. City of Milwaukee Government

Many taxpayers hold the wrong impression that all of their property tax money goes to the City. It does not.

As a City employee, you may be questioned on the matter of property taxes. ALL such inquiries should be referred to the City Treasurer's Tax Billing Unit at 286-2240.

## **UNITED STATES SAVINGS BONDS**

Over 1,500 City employees purchase United States Savings Bonds through payroll deduction. Through your payroll clerk, you can arrange for regular deductions from your check toward the purchase of government bonds. When a sufficient amount has accumulated in your account, the Office of the Comptroller purchases a bond in your name and mails it directly to you.

## **DIRECT DEPOSIT**

Direct Deposit is the safest, most confidential way to get your money into your checking or savings account. No more worrying about lost, stolen, or damaged checks, or special trips to deposit your paycheck. You'll still receive a pay stub from your payroll personnel. With Direct Deposit, your money is in your account on payday. Whether you're on vacation, sick or traveling, your pay will automatically be deposited and available for your use. Ask your departmental payroll clerk for the necessary forms to sign up for Direct Deposit.



# **BENEFITS**

## **DEFERRED COMPENSATION SAVINGS PLAN**

The Milwaukee Deferred Compensation Plan (MDCP) is a supplemental retirement program offered to employees of the City of Milwaukee. This fringe benefit allows employees to save now through pre-tax dollars to supplement future retirement income. You can begin with as little as 1% of your annual income. Investing through the MDCP allows you to not only defer federal and state tax withholdings on your current income, but your investments will also grow tax deferred. The Plan allows you to choose from several investment options, which range from fixed investment options to aggressive growth funds.

To receive additional information and enrollment forms, contact *Nationwide Retirement Solution*, the plan administrator at 414-276-2079 or 1-800-829-1183. Their website is <http://www.milwaukee457.com>.

## **FLEXIBLE CHOICES**

The City of Milwaukee has implemented Flexible Choices to give you an alternative to high cost health and dependent care expenses. The plan helps you reduce your taxes and increase your spendable income by allowing you to pay for eligible expenses through the plan tax-free. You never have to pay Social Security or federal income taxes on the money you contribute to Flexible Choices for these expenses.

There are three components to Flexible Choices: *Premium Conversion*, the *Medical Expense Flexible Spending Account*, and the *Dependent Day Care Flexible Spending Account*. More information about these components can be found in the Flexible Choices booklet in your health and dental orientation packet. You can also call the Flexible Choices administrator, *ProcessWorks, Inc.*, 1-262-827-7030 OR 1-888-868-2492, or visit their Internet site <http://www.myprocessworks.com>.

## **RETIREMENT AND THE PENSION SYSTEM**

Most employees are automatically members of the Employees' Retirement System (ERS). General City members may retire from the City at age 60, at age 55 with at least 30 years of creditable service, or at age 55 early retirements with at least 15 years of creditable service. Members of the Fire Department may be eligible for service retirement at age 49, with 22 years of creditable service. Members of the Police Department may be eligible at any age, with 25 years of creditable service. For a more detailed explanation of the pension plan, refer to the ERS Member Handbook or call 286-3557 (<http://www.cmers.com>).

## **FUNERAL LEAVE**

Funeral leave may be used because of death in the immediate family. Immediate family is defined as the husband, wife, child, brother, sister, parent, mother-in-law, father-in-law, brother-in-law, sister-in-law, or grandchild of the employee. Normally two or three off-days are permitted depending on the location of the funeral.

## **JURY DUTY**

Just as any other citizen, you, as a City employee, are subject to call for jury duty. During any periods of jury service, you will receive your full pay from the City. You must, however, turn over all jury fees (excluding the travel allowance) to the City Treasurer. When you are not actually assigned to a case or are released early, you will be expected to report to your regular job.

## **INJURY PAY**

If you sustain an injury while performing your normal duties and if, as a result, you are totally or partially disabled, 70-80% of salary (tax-free) will be paid to you for a period not to exceed 250 workdays. It must be understood that "injury pay" applies only where the disability is temporary, and that it is granted in lieu of Worker's Compensation. Periodic medical certificates attesting to your condition will be required. The City may require an independent medical examination to assure fitness to work. If the disability extends beyond one year, you may then have the option of accepting sick leave benefits -- to the extent to which you have accrued them -- or Worker's Compensation to cover the remaining period. Call 286-2935 for more information.



## **HEALTH AND DENTAL INSURANCE**

Most City employees are eligible for health and dental insurance. In 2007, the City offers three different health plans to all eligible employees. The three health plans offered to all eligible City employees consist of a Basic Plan and 2 different health maintenance organizations (HMOs):

1. HMO Select (Humana)
2. Premier HMO (Humana)
3. WPS Basic Plan (*administered by Anthem Blue Cross/Blue Shield Claim Management Services, Inc. - CMS*)
  - a. Basic Plan Tier 1 (*only open to the following bargaining units and employee groups*):
    - Active Management
    - Retired Management (*if retired after '2004*)
    - HACM/RACM
    - WCD
    - MEDC
    - Local 494 (Electrical)
    - MBCTC

The **2007** dental insurance plans offered by the City are:

1. WPS/Delta Dental
2. DentalBlue
3. CARE-PLUS Dental Plans Inc.
4. First Commonwealth/Dental Guardian

Both health and dental plans offered, including specific HMOs available, may vary from year. During open enrollment, which starts in October each year, you can change your health and/or dental plans. Any change you make will become effective the following January 1. If you have questions related to the different insurance plans, open enrollment, or payroll deduction amounts, contact the Department of Employee Relations - Employee Benefits Division at (286)-3184 OR visit the website at **<http://www.milwaukee.gov/der>**.

## **SELF-SERVICE FOR EMPLOYEES**

Your job aid to help review and update your personal information: a) *notify personnel of changes about you*; b) *update your address and phone number*; c) *maintain emergency contacts*; d) *view paycheck*; e) *apply for and change benefits, etc.* Go to <http://www.milwaukee.gov/der> and click on "Employee Benefits." You will see the link to the Self-Service page under the "Miscellaneous" category.

## **MILITARY LEAVE/TRAINING**

Military leave, for the duration of the period of service, is granted to all City employees called to active duty in the Armed Forces of the United States. Tenure and the right to return to your former position, or a similar one, are retained provided you apply for reinstatement within prescribed time limits following your separation. Call 286-3394 if you have any questions.

War veterans who belong to the National Guard or any other organized reserve unit are granted leave with full pay during their unit's annual training period. Non-veterans who belong to such reserve units are also granted leave for annual training. If a non-veterans' military pay is less than the employee's regular City pay, the City will pay the difference between the employee's military pay and the City pay to guarantee the employee a combined amount equal to the City pay. This in no way affects vacation rights.

## **LONG TERM DISABILITY**

The City has several Programs that can provide City employees with income when a disabling injury or sickness prevents them from working. The City provides benefits through a sick leave, pension disability or terminal leave benefit. In addition, the City also has the LTD program. This program will provide up to 60% of your pre-disability income after you have exhausted your accrued sick leave, have completed your "Benefit Waiting Period", and are still unable to return to work because of a disabling injury or illness. Claim forms and additional information are available from Employee Relations. Bargaining Unit/Employee Group and completion of the "Eligibility Waiting Period" determine eligibility for this benefit. *QUESTIONS?* Call 286-2317 or 286-8111.

## **VACATION**

Technically, you are not entitled to take your vacations until you reach the anniversary date of your employment. In practice it is often necessary for your department to schedule your vacation in advance of the time you have "earned" it. Should you leave the employment of the City prior to your anniversary date, you will be required to repay any unearned time you may have used.

Generally, unused vacation may not be carried over into the next year unless a vacation planned for any of the last three months of the year is canceled at the request of management. Should this be the case, up to one week of that vacation may be carried over into the first three months of the next year. Check with your supervisor to see if any special provisions apply to unused vacation within your union or employee group.

Management employees may carry over up to two weeks of unused vacation with the approval of their department head. The vacation time may be used at any time during the year.

The following may vary by employee/bargaining unit contract. For more information check with your supervisor or payroll clerk (based on full-time employment):

- 3.7 hours per pay period for employees who have completed less than 4 years of active service.
- 5.3 hours per pay period for employees who have completed at least 4 years but less than 9 years of active service.
- 6.8 hours per pay period for employees who have completed at least 9 years but less than 14 years of active service.
- 8.4 hours per pay period for employees who have completed at least 14 years of active service.
- 9.9 hours per pay period for employees who have completed at least 21 years of active service.
- 10.5 hours per pay period for employees who were on the payroll, on leave of absence or working toward year-round employment as of January 1, 1964.
- 10.8 hours per pay period for employees who were on the payroll, on leave of absence or working toward year-round employment as of January 1, 1963.

## **HOLIDAYS**

New employees will receive holiday pay if they have been on the payroll for at least two days during the calendar week in which the holiday occurred or the workday before and the workday after the holiday. No holiday pay will be allowed if a holiday occurred within or immediately after a period of disciplinary suspension or unauthorized absence.

Most City employees are permitted time off with pay on the following holidays:

- New Years Day -- January 1 (*see note*)
- Martin Luther King Day -- Third Monday in January
- Good Friday -- Friday before Easter Sunday
- Memorial Day -- Last Monday in May
- Independence Day -- July 4 (*see note*)
- Labor Day -- First Monday in September
- Thanksgiving Day -- Fourth Thursday in November
- Day after Thanksgiving Day -- Fourth Friday in November
- Last normal workday before Christmas Day (*see note*)
- Christmas Day -- December 25 (*see note*)
- Last normal workday before New Year's Day (*see note*)

**NOTE:** Whenever Independence Day (July 4) falls on a Saturday, it is celebrated on the preceding Friday. Whenever New Year's Day (January 1), Independence Day (July 4) or Christmas Day (December 25) fall on Sunday, they are celebrated on the following Monday.

Regardless of your particular work schedule, you will receive all the holidays you are entitled to. If you are required to work on a recognized holiday, you will be granted time off at a later date, or you will be given overtime pay.

## **SICK LEAVE CREDIT**

In general, regular City employees, except certain seasonal employees, earn sick leave credit at the rate of 1¼ day per month. Management employees and some other union and employee groups can earn 1 day per month under an incentive program to control sick leave use. These employees receive either an additional vacation day or equivalent pay for not using sick leave during a four-month period.

In general, regular City employees may accumulate up to 120 days of sick leave credit. Some City employees represented by certain Unions may accumulate more than 120 days of sick leave credit. Although you may not use sick leave credit until you have completed six months of employment, the accumulation begins on the day you start work.

Sick leave may be used when you, yourself, are actually sick. Sick leave may also be taken when you have been exposed to a contagious disease or require medical attention. You are not entitled to sick leave to care for a sick family member or if your illness is due to personal habits and irresponsibility, rather than uncontrolled circumstances. Legitimate sick leave usage is encouraged, but sick leave abuse is subject to disciplinary action.

Worker's Compensation and sick leave pay are not allowable for the same period. A medical certificate that should specify the nature of the illness and the duration of treatment and disability must cover all sick leaves of more than three days' duration.

## **GROUP LIFE INSURANCE**

Employees may participate in the City's group life insurance program that provides coverage approximately equal to the employee's annual salary. The actual amount of insurance coverage is calculated by rounding up to the next highest thousand dollars of our annual salary. For example, if your annual salary is \$18,400, your insurance coverage will be \$19,000.

The City assumes the full cost of this insurance up to and including \$24,000 for non-management/non-represented employees and \$35,000 for management employees. Represented employees covered amount varies by union group. If your insurance coverage is higher than the dollar amount covered by the City, you will pay the remaining premium. Premiums are paid through payroll deduction and cost 21¢ per \$1000 of coverage. For example, a non-management employee who makes \$25,500 would receive \$26,000 worth of life insurance coverage and would pay 42 cents per month, for the insurance beyond the base coverage.

Management employees may purchase additional insurance coverage up to one and one-half times their annual base salaries. The cost of this additional insurance is 21¢ per \$1000 over the \$35,000 amount covered by the City. You should enroll for group life insurance before you complete six consecutive months of service with the City or you will be required to wait for one year from the date of application; and then, at your own expense, you must submit medical evidence of your insurability to the insurance company. If you are 49 years old or more, you must apply immediately.

At age 65 (regardless if you are still an active employee or have retired), the City picks up the entire premium cost. Coverage, however, reduces to 50% of the policy's face value. For more information, call the Employees' Retirement System at (286)-3557.

## **EMPLOYEE ASSISTANCE PROGRAM**

The **Employee Assistance Program (EAP)** provides confidential help to City workers and their families and deals with issues related to *stress, depression, alcohol/drugs, gambling, emotions, conflict, domestic violence, family and finances*. The EAP Counselor will listen, give advice, and put you in touch with medical, social services, or other helping agencies when specialized or long-term help is needed. Services are provided without regard to race, sex, religion, ethnic background, or sexual orientation.

**WHO IS ELIGIBLE FOR EAP SERVICES?** City employees, their spouses and families are eligible for the services provided by the EAP Counselor. (City employees include full and part-time, union and non-union, elected, appointed and City service workers.)

**WHO OPERATES THE EAP?** The City's EAP is operated by the City of Milwaukee Health Department with the assistance of a joint labor/management steering committee. For more information, a consultation, or to set up an appointment call the EAP Counselor (286-3145). The EAP Counselor is located on the 3<sup>rd</sup> Floor of the

Municipal Building. Office hours are Monday–Friday, 7:00 am – 7:00 pm (6:00-7:00 pm (phone consultations only)).

*WHICH ISSUES DOES THE EAP HANDLE?* The City's EAP assists hundreds of people each year with a wide array of personal problems such as:

- |                           |                          |
|---------------------------|--------------------------|
| ❖ Alcohol and Drug Abuse  | ❖ Mental Illness         |
| ❖ Emotional Problems      | ❖ Financial Difficulties |
| ❖ Interpersonal Relations | ❖ Stress Issues          |
| ❖ Marital Problems        | ❖ Family Issues          |
| ❖ Child Rearing           | ❖ Legal Problems         |
| ❖ Physical Illness        |                          |

*WHEN IS THERE A CHARGE FOR THIS SERVICE?* There is never a charge to the employee or family member for the services of the City's EAP personnel. However, if a referral to other agencies is necessary, the fees for services of those agencies are usually based on income or covered by the employee's health insurance.

*HOW IS THE EAP SERVICE DELIVERED?* The EAP Specialist can be called directly for either an anonymous phone consultation or an appointment for an in-person consultation. The EAP Specialist will assist in clarifying problems, exploring solutions, and selecting the best course of action.

*WHAT ABOUT CONFIDENTIALITY?* All records, discussions, and referrals for persons seeking help from the program are held in the strictest confidence. No release of this information can occur without the full written approval of the person involved.

### **OFFICE SUPPORT CONTINUING EDUCATION INCENTIVE PROGRAM**

The mission of this program is to create a more highly skilled, productive and flexible office support workforce through continuous education in specific job-related coursework.

Employees holding one of the eligible office support classification titles are eligible to participate in this Program. *Employees must have passed an initial probationary period in one of the eligible titles.*

An employee will receive a \$200 incentive payment for successfully completing three (3) college credits of eligible coursework for a **maximum** of four incentive payments (\$800) while working in one eligible job title.

To see if your job title is eligible, please refer to the "**ER-300**" form on the Department of Employee Relations' website at <http://www.milwaukee.gov/der>. Click on "Forms for City Service." The Guidelines, Instructions and eligible Job Titles are included in the document. *Questions? Call 286-3380.*

### **TUITION BENEFIT PROGRAM**

The City provides a tuition benefit program to help you do your present job more effectively and to prepare you for promotional opportunities within City government. The amount of tuition reimbursement available to you will depend upon the particular employee union or group to which you belong. Most employees are offered up to \$1200 per year for tuition, required textbooks, \*equipment and \*supplies. (*\*Only certain bargaining units are eligible for equipment and supply reimbursement*). Please call Training & Development Services at (286)-3650 or (286)-3387 for information on reimbursement amounts and eligibility or visit our website.

**Most** employees are eligible to begin using tuition reimbursement for classes that start immediately after their employment begins. Before you begin taking classes contact Training & Development Services at (286)-3650 or (286)-3387. On-line applications are also available on Employee Relations' Internet site <http://www.milwaukee.gov/der>, and click on "Tuition Benefit & Training," or on the City's Intranet site, "The MINT" at <http://mint.milwaukee.gov> and click on "Employee Resources."

Use the ER-75 form for all Tuition and Membership Dues Reimbursement requests as well as for direct payment of courses offered through Training & Development Services.

**Always use the latest version of the application!** Please refer to the application for **instructions** and **guidelines** attached to the application or on the Intranet and Internet sites.

## **EMPLOYEE DEVELOPMENT WORKSHOPS AND SEMINARS**

The Department of Employee Relations - *Training & Development Services Section* provides services to assist employees with their professional growth. The Section is located in City Hall, Room 706, or call 286-3650 or email [jkamme@milwaukee.gov](mailto:jkamme@milwaukee.gov).

Training & Development Service's sources include in-house training seminars in a variety of job development areas, a **Training Bulletin**; an orientation program for new employees on City personnel policies and benefits; a Tuition Reimbursement Program; and a number of other services related to training and development.

As a City employee you may be selected to attend in-house training programs (listed in the **Bulletin of Courses**) such as public contact, safety, business writing skills, supervisory skills, computer skills. You may also be selected to attend short courses or institutes offered by local schools or organizations.

The **Training Bulletin** is posted and continually updated on both the City's Intranet and Internet sites. To access the Intranet from the City's system, go to <http://mint.milwaukee.gov> and click on "Employee Resources." From there you'll see the link to "In-House Training Programs" under the "Training Programs/Tuition Benefits" category. To view the **Bulletin** on the Internet go to <http://www.milwaukee.gov/der> and click on "Tuition Benefit & Training."

## **TRAINING INFORMATION COORDINATORS:**

Each City department has a Training Information Coordinator who serves as the liaison to Training & Development Services. Employees enroll in our in-house training programs through the Training Information Coordinator.

DEPARTMENT	NAME	PHONE
Assessor's Office	Amy Stenglein	3110
Building Inspection	Todd Weiler	3214
City Attorney's Office	Barbara Woldt	8822
City Development	Ethel Luebbe Todd Slusar	5890 5939
City Treasurer's Office	Jason Bahr	4553
City Clerk's Office	Kathy Mollica	2236
Comptroller's Office	Diane Marek	2305
<u>Department of Administration:</u> <ul style="list-style-type: none"><li>Budget &amp; Management Division</li><li>Community Develop. Grant Adm.</li><li>Inform. Tech. Mgmt. Division</li><li>Intergovernmental Rel. Division</li><li>Business Operations Division</li></ul>	Crystal Ivy Dawn Hoogland Lisa Olive Mary Olinger Karen Cutts	3449 3822 2336 5584 3508
<u>Department of Public Works:</u> Administration Infrastructure Division Water Works Operations Division: <ul style="list-style-type: none"><li>Fleet Services</li><li>Facilities Management</li><li>Operations Section</li><li>Forestry Section</li><li>Sanitation Section</li></ul>	Patricia Hooker Marjorie Jones Paulina Solis  Kathy Bailly Gary Kulwicki Wayne King Claudia Whittow Nicole Walter	3703 2407 2926  2261 3406 2705 3597 3723
Deferred Compensation	Elaine Bieszk	5541
Election Commission	Denise Walton	5995
Employees' Retirement System	Todd Warner	2168
Fire Department	Julie Ann Schleifer	5289
Health Department	Shaira Hanif	3383
Library, Milwaukee Public	Kelly Nieves Judith Zemke	3898 3028
Mayor's Office	Patricia Stawicki	3534
Municipal Court	Clarice Hall Moore	3820
Police Department	Sgt. Timothy Wilger	7964
Port of Milwaukee	Donna Luty	3511

## **COMMUTER VALUE PASS PROGRAM (2007)**

### **What is the Commuter Value Pass (CVP)?**

The City of Milwaukee is committed to doing all it can to minimize traffic congestion on our streets and freeways and maximize the use of mass transit. This program is an economical and environmentally friendly way to commute to and from work. The **CVP** is an **unlimited** use photo ID bus pass sponsored by Milwaukee County Transit System (MCTS) for use on all MCTS buses, including freeway flyers and special event buses, at all times that MCTS buses are running. There is no extra premium for the freeway flyers or special event buses.

### **How do I enroll in the CVP program?**

The CVP program is open to all benefit full and part-time City employees and Seasonal Employees. Sworn Fire and Police personnel are not eligible for this program. This program is not intended for dependents of City employees. To enroll in the CVP program, you must make an appointment with Employee Relations to complete an enrollment form and have your picture taken. Call Employee Relations at 286-8111 or 286-2988 to schedule an appointment before the 15<sup>th</sup> of any month in order to have your pass by the first of the next month.

### **How long is the pass valid? Do I have to buy one each week?**

That is the beauty of this program. The CVP pass is valid for 90 days at a time, one full quarter. At the end of each quarter a new validation sticker will be issued to you that you are to stick onto your pass to re-validate it for another quarter.

### **What is the cost of the CVP pass?**

**\$29.50** per month! That's right...only **\$29.50** per month. The full cost of the pass is actually \$59.00 per month, but the City subsidizes half of the cost. This is quite a deal. If you ride the bus regularly you know that weekly bus passes or tokens cost you \$16.00 per week. In a month's time that equals minimally \$64.00. So \$29.50 per month is at least a \$34.50 per month savings. The cash fare price will remain at \$1.75, but the flyer cash fare will increase to \$2.25.

### **How do I pay for the pass?**

The \$29.50 employee cost for this program is payroll deducted as an after-tax payroll deduction on the first paycheck of each month. It doesn't matter when you enroll in the program, at the beginning, middle or end of a quarter. Your deduction is always for the month of coverage. No more forgetting to buy a pass or tickets and no more standing in line.

### **What if I only ride the bus one-way or I don't ride the bus while I'm on vacation?**

Consider the cost of the CVP program at only \$29.50 per month compared to the cost of buying a weekly bus pass or 10 bus tokens. Each weekly pass or 10 bus tokens would cost you \$16.00 each week. Minimally there are 20 days per month that you would ride the bus. If you bought bus tokens you would have to spend \$32.00 (2 x \$16.00) for 20 bus tokens to ride one-way. If you ride the bus full time and are away on vacation for two weeks, you would still have spend \$32.00 to purchase two weekly passes at \$16.00 each or 20 tokens @ \$16.00 for each 10 tokens.

Also consider the convenience of this program. You never have to remember to purchase another weekly pass or bus tokens. If you work in the downtown area, consider how much it would cost you to park your car in a garage or parking lot downtown, not to mention the wear and tear on your car. Oh...did I mention the high cost of gasoline? As long as you remain in the program, you will have a valid unlimited use bus pass and none of the above concerns.

### **What if I want to dis-enroll from the CVP program?**

You must contact Employee Relations by at least the 15<sup>th</sup> of the month before the month you want your dis-enrollment to become effective. You are required to return your CVP pass to Employee Relations before your dis-enrollment will be processed. Failure to return your pass will result in you having to pay the full \$59.00 cost per month for the remaining valid period left on your pass.

### **What if I want to re-enroll in the program at some future date?**

If you dis-enroll from the CVP program, you will not be able to re-enroll for a period of 60 days. Until you tell us differently, your enrollment will continue from month to month, year to year.

### **What if I lose my CVP pass?**

You must **safeguard** your new CVP pass **diligently**. A lost pass is an inconvenience to you and a costly one.

Lost passes will be replaced at a cost of \$10 for the first replacement and \$20 thereafter, with a maximum of 2 replacements per year. Until a replacement pass can be produced by MCTS, you have to pay full fare or find another means of getting to work. Contact Employee Relations to order a replacement CVP pass.

Also, Seasonal Employees must remember to return their pass to Employee Relations when they are laid off in the fall. This is especially important if your lay-off takes place in either the first or second month of a quarter. The City is charged for any unreturned passes at \$59.00 per month. This cost will be passed on to you.

Contact Employee Relations at 286-8111 (or email to: **tbiern@milwaukee.gov**) to enroll in the Program or to make a change in the Program.

We schedule appointments every month between the 1<sup>st</sup> and 15<sup>th</sup>. Your enrollment is effective the 1<sup>st</sup> of the next month. Make your appointment today and leave the driving to MCTS.

## **EMPLOYMENT/INCOME VERIFICATION**

Buying a home or a car?  
Applying for a loan?  
Leasing an apartment?



**You'll need proof of employment or income...**

**For fast, secure, anytime-anywhere proof of employment or income via the Web or phone we bring you...The Work Number®.**

The Work Number service is used when you apply for a loan, need a reference check, lease an apartment or any other instance where proof of employment or income is needed. You benefit from having control of the process – by authorizing others access to your information.



**How it works...**

### **Need proof of employment?**

Follow these easy steps:

- 1) Fill in your Social Security Number in Box 1 below.
- 2) Give the information in Box 1 to the person requesting your proof of employment.

**Box 1 – Provide this information to the person requesting proof of your employment.**

To obtain proof of **employment** on an employee from the City of Milwaukee:

- 1) Access The Work Number via the Web or telephone:

- <http://www.theworknumber.com>
- 1-800-367-5690

- 2) Enter:

- Company USA's Employer Code: **11692**
- The Employee's Social Security Number: - -

**The Work Number Client Service Center:**

**1-800-996-7566 (Voice)**

**1-800-424-0253 (TTY – Deaf)**

**Monday – Friday, 7:00 a.m. – 8:00 p.m. (CST)**

Note: You will need employee permission in the form of a Salary Key to verify income.

### **Need proof of employment plus income?**

Follow these easy steps:

- 1) Fill in your Social Security Number in Box 2 below.
- 2) Access The Work Number either via the Web or telephone:

- [www.theworknumber.com](http://www.theworknumber.com)
- **1-800-367-2884**

- 3) Select the Employee option and Login. To Login, have the following information:

- City of Milwaukee Employer Code: **11692**
- Your Social Security Number: - - - - -
- Your PIN: - - - - -

**\*WHAT'S MY PIN: First time only, your PIN is last four digits of your Social Security Number and your four digit birth year. EXAMPLE: If your SSN is 123-45-6789 and your year of birth is 1955, then your PIN is 67891955. You must change this PIN after your first time using it. It must be all digits, please select something you will remember.**

- 3) Select the "Create a Salary Key" option and write down the Salary Key provided to you by The Work Number. (Enter your Salary Key below in Box 2, in Step 3.)
- 4) Provide the information in Box 2 to the person requesting proof of your employment plus income.

### **Box 2 – Provide this information to the person requesting proof of your employment plus income.**

To obtain proof of **employment plus income** on an employee from the City of Milwaukee:

- 1) Access The Work Number via the Web or telephone:
  - <http://www.theworknumber.com>
  - 1-800-367-5690
- 2) Enter:
  - Company USA's Employer Code: **11692**
  - The Employee's Social Security Number: - - - - -
  - Enter the Salary Key provided to you by the employee:

### **The Work Number Client Service Center**

**1-800-996-7566 (Voice)**

**1-800-424-0253 (TTY – Deaf)**

**Monday – Friday, 7:00 a.m. – 8:00 p.m. (CST)**

### **Applying to a Social Service Agency?**

Follow these easy steps:

- 1) Fill in your Social Security Number in Box 3 below.
- 2) Supply the information in Box 3 to the case worker.

### **Box 3 – Instructions for Social Service Agencies**

#### **Case worker:**

- 1) Register with The Work Number via the Web or telephone.  
All agencies must register to use the service. It takes about 5 minutes to complete the application. If you are already registered and need additional help, please call The Work Number Client Service Center at 1-800-996-7566.

- [www.theworknumber.com](http://www.theworknumber.com)
- **1-800-996-7566**

- 2) Obtain an employment and income verification.

- The Work Number Access Options for Social Service Agencies:

- a) [www.theworknumber.com](http://www.theworknumber.com)
- b) **1-800-660-3399**

- Enter your registered fax number.

- Enter the following information when instructed:

- a) **City of Milwaukee Employer Code: 11692**
- b) Employee's Social Security Number:    -   -

Select the kind of verification you need. You can verify **employment** or **employment plus income**.



## MOVING UP WITH THE CITY

### **PROMOTIONAL OPPORTUNITIES AND EXAMINATIONS**

Only your own initiative and abilities in general limit opportunities for advancement in the City Service. A normal method of promotion to a higher-level position is by examination. There are two types: "Original" examinations that are open to all who meet the established requirements and "Promotional" examinations that are limited to qualified Civil Service employees of the City.

Your best preparation for promotion is to learn your own job thoroughly and then study those positions directly related to yours. These recommendations will also prove helpful in making your present work more valuable to the City and more satisfying to you. Every encouragement is given to improve you professionally. Other sections of this booklet discuss the City's Tuition Benefit Program and Training & Development Services' in-house training programs.

Employee Relations has a Job Information Line that is a 24-hour recording of positions for which applications are currently being accepted. The Job Information Line number is 286-5555. You may also call the general office number at 286-3751 from 8:00 am until 4:45 pm weekdays; OR, come up to the 7th floor of City Hall and view the billboards outside of Room 706 for City job announcements. You may also view current City job and promotional opportunities by going to Employee Relations' Internet site at <http://www.milwaukee.gov/der> (click on "Employment Opportunities"). You use the "e-Notify" system to receive an email each time a new position is posted to the website. See Employee Relations' website under "E-Notify Newsletters" for more information.

### **TRANSFERS**

You may request a transfer to another department provided you completed your probationary period and are in good standing in your current job. Your request must be approved by your department head and may be granted depending upon the needs of the gaining and losing departments. The City Service Commission must approve transfers. Keep in mind you may not use the transfer method as a means of obtaining a salary increase, and that you must begin a new probationary period when you transfer. Call 286-3394 for more information, or send email to [cschum@milwaukee.gov](mailto:cschum@milwaukee.gov).

## SAFETY IN THE WORKPLACE

### **EMPLOYEE SAFETY**

We care about your safety! There is always a certain amount of confusion when you start a new job...But don't be confused about on-the-job safety. Remember -- no job is so important that it cannot be done safely.

Most departments and bureaus have written safe work procedures. If you work in one of these units, you will be given a copy. Heed what you read. Whether you're new on the job or a veteran with years of experience, follow safety instructions. They are meant to protect you, your co-workers and the general public. Willful violations of safe work procedures may subject you to disciplinary action. Safety rules are work rules!

Safe work procedures...Make a commitment to safety.

- Report fires immediately by calling 9-111 (in the City Hall complex dial "2150" for the City Hall operator). Know the location of fire extinguishers and how to use them. Know emergency procedures and never use elevators in a fire emergency.
- Follow established rules and procedures and obey safety signs.
- Know what to do in an emergency.
- Handle hazardous materials according to instructions.

- Wear required personal protective equipment.
- Remove, repair or report safety hazards when you spot them.
- Operate equipment correctly.
- Avoid taking safety risks.
- Take training seriously.
- Report accidents promptly and cooperate in the investigation.
- Contribute to work zone safety (keep your work areas neat and safe).
- If you drive a city vehicle, obey traffic laws. (You pay your own fines for violations.) Safety belt use is mandatory for drivers and passengers.

**Report Injuries** -- The City will always try to provide a safe work environment, and safe tools and procedures. However, we know from past experience that someone may be injured at some time. First aid supplies are nearby. Professional medical attention will be provided if needed. In any case, report any injury or near miss promptly to your supervisor. This will protect your rights under the Wisconsin Worker's Compensation Act.

**Clothing/Grooming** -- Always wear clothing appropriate for your job. Avoid extreme styles -- spike heels, etc. Wear sturdy shoes; sandals, canvas shoes, sneakers, etc. are not acceptable for most field and shop work. Affected employees are eligible each year for an allowance toward the purchase of safety shoes.

A shirt is always required. No tank tops! Long trousers, please. Shorts, cut-off jeans, etc. are prohibited. Long sleeves are mandatory in certain operations. Clothing requirements were established for your protection and are based on the painful experiences of other employees. If you favor long hair and you work near certain equipment, you may be required to wear a protective covering. Facial hair may need to be trimmed or removed if the use of a respirator is required.

**Lifting and Carrying** -- Many injuries result from improper lifting and carrying techniques. Learn to lift and carry safely and then always do it safely:

- Stand with your feet slightly apart, facing the object to be lifted.
- Bend at the knees and get a firm grip on the object.
- Bring the object as close to your body as possible.
- Lift the object slowly, steadily and smoothly
- Know where you are going before you make the lift.
- Make certain the path is clear.
- Setting down a load is lifting in reverse; let the leg muscles do the work.
- To turn around, pivot with your feet. Don't twist your body.
- If you need to lift the object above your waist, keep its weight centered by repositioning your grip.
- Get help if the load is heavy.

**Personal Protective Equipment** -- Certain jobs require the use of personal protective equipment. If your job is one of these, you will be provided with what you need to work safely.

- |                  |                      |
|------------------|----------------------|
| ❖ Safety Glasses | ❖ Gloves             |
| ❖ Hard Hats      | ❖ Hearing Protection |
| ❖ Safety Vests   | ❖ Etc.               |
| ❖ Respirators    |                      |

If these items are provided, you are required to use them. Take care of them -- they are city property. Lose them and you pay for them.

**Office Safety** -- Office workers are not immune to injuries. Remember these important office safety tips:

1. Open doors slowly. Approach closed doors with caution.
2. Do not try to lift more weight than you can handle. Ask a co-worker to help you with heavy loads.

3. If you have to carry materials through a doorway, make sure there is adequate clearance on the sides and at the top.
4. When carrying supplies, etc., be sure the pile is light enough to handle easily and low enough to see over.
5. Desks or files should only be moved by qualified personnel using devices made for such tasks. Please call the Buildings and Fleet Division for assistance.
6. Do not stand on desks, chairs, or open file cabinet drawers. Use a step stool or ladder as needed to reach objects above shoulder level.
7. Move carefully when seated in a chair with wheels. Chairs with wheels may move suddenly when the user's weight shifts from reaching or running in the chair.
8. When working with the upper drawers of a file cabinet, open only one drawer at a time to prevent the cabinet from tipping over.
9. Close file drawers and cabinet doors open when not in use.
10. Use the file drawer handle to close the drawer to avoid finger pinch injuries.
11. Sharp objects such as pencils, scissors, etc. should be stored in a manner that does not present a cutting hazard.
12. Do not carry a pencil behind your ear. When carrying a pencil in a pocket, keep the point down.
13. Never store pencils or sharp-pointed objects on a desk with the points outward.
14. When using a paper cutter, keep your fingers away from the blade. Don't release your hold on the blade handle while cutting. Never leave the blade in an upright position.
15. Never test a jammed stapler with your thumb over the staple ejection slot. Remove staples with a staple remover, rather than your fingernails.
16. Pick up a sheet of paper by the corner to reduce the chance of getting a paper cut.
17. Use a letter opener to open envelopes or sealed packages.
18. Be sure to remove carbon, ink, or other chemicals from your hands before eating, rubbing your eyes, blowing your nose, etc.

**Remember...**Please contact your supervisor or the Employee Safety Section of the Department of Employee Relations, Employee Benefits Division at (286)-2935.

## **INJURIES AND ACCIDENTS**

1. Report your work-related injury or illness to your supervisor as soon as possible.
2. Request your supervisor to complete the proper form (EB-49) and forward it to:  
*DER-Employee Benefits Division, Workers' Compensation Section, Room 706, City Hall.*
3. The completed EB-49 form must be sent to the Worker's Compensation Section as soon as possible after your injury. No benefits can be paid to you until we receive the completed EB-49 form.
4. In order to be eligible for Worker's Compensation benefits for lost time from work, you must receive medical treatment that relates directly to your work injury, and the injury must be compensable under the Worker's Compensation Act.
5. If you receive medical treatment for your injury, please be sure to advise the doctor/hospital to submit their bills for services to the Worker's Compensation Section and not your group insurance (WPS, Family Health, etc.).
6. Under the Wisconsin Worker's Compensation Act, you have the right to choose two doctors (not including the Emergency Room doctor who treated you immediately after your injury) to treat and relieve you from the effects of your injury.
7. If you decide to change doctors, you must contact the Worker's Compensation Section immediately at 286-2020 before receiving treatment from a third doctor.
8. If your medical problems recur and you believe that those problems are related to your work injury, you must contact the Worker's Compensation Section immediately if you will be seeking medical treatment or losing time from work.
9. All claims are investigated. Your full cooperation is needed to insure prompt payment of the benefits to which you may be entitled.
10. If your claim is determined to be work-related, the medical bills sent to the Worker's Compensation Section will be paid within 30 days from the date they were received, provided we have the proper medical documentation and itemized bills.
11. Please include your name, date of injury and file number on any correspondence sent to the Worker's Compensation Section.
12. If you have any questions please contact the Worker's Compensation Section at 286-2020.

## **CITY OF MILWAUKEE WORKPLACE VIOLENCE PREVENTION POLICY (2/05)**

### **Policy Statement**

It is the policy of the City of Milwaukee and all of its agencies to provide a safe environment for its employees and visitors, which is free of verbal or physical intimidation, threats, or violent behavior.

The City is committed to a zero tolerance policy for incidents or threats of violence by employees, visitors, and the general public. In order to promote and support a workplace where dignity and respect are observed, the CITY OF MILWAUKEE will not tolerate any acts of intimidation, threats, or bullying. All employees are responsible for maintaining a safe work environment. All reported incidents in violation of this policy will be taken seriously and will be investigated. City employees found to have engaged in intimidating, threatening or violent behavior will be subject to discipline, up to and including discharge, for the first offense.

### **Prohibited Conduct**

The following list of behaviors, while not all-inclusive, provides examples of conduct that is prohibited:

- Causing physical injury to another person;
- Engaging in bullying or intimidating acts (whether directed at a specific person or not);
- Aggressive or hostile behavior that creates a reasonable fear of injury to another person or subjects another individual to emotional distress;
- Comments (even if “joking”) about violence or the possession of weapons in the workplace;
- Physical or verbal abuse;
- Stalking;
- Engaging in behavior motivated by, or related to domestic violence;
- Intentionally damaging City property or property of another employee or citizen;
- Sabotage;
- Possession or use of a weapon, firearm or dangerous instrument while on City property or while on City business is prohibited except for law enforcement personnel.

### **Reporting Requirements**

It is the responsibility of every employee to adhere to the standards set forth in this policy and to report violent, threatening, intimidating, or other disruptive behavior. The following procedure must be followed:

<b>Call 9-111:</b>	<b>If there is immediate danger.</b>
<b>Call 5522:</b>	<b>If in City Hall complex and there is no immediate danger.</b>
<b>Call 933-4444:</b>	<b>If at other City location and there is no immediate danger.</b>
	<b>(MPD Non-emergency Number)</b>

If you reasonably believe another individual's behavior, actions or statements violate this policy but do not believe there is an immediate danger (or if you have questions about this policy) report to your supervisor, department manager, department head, or department personnel officer. You may also call Mr. Charles Coleman, Diversity and Outreach Officer (DER) at **286-6210**, or Ms. Rebecca Reyes Duke, Diversity Specialist-Sr., at **286-5967**.

Complaint forms and additional information is available on the web by clicking the **Office of Diversity** button at: [www.milwaukee.gov/der](http://www.milwaukee.gov/der). Disciplinary action may result if the employee having knowledge of a suspected violent act fails to report it or refuses to cooperate with the investigation.

### **Threat Assessment & Response Team**

**Purpose:** A Threat Assessment & Response Team is an ad hoc team that is convened to assess a potential workplace violence threat and to develop a management response plan.

**When Activated:** The team will typically be activated by the Director of DER or her designee at the request of a department or division head or his/her designee in response to the manager's concerns about a potential workplace violence threat and/or actual workplace violence.

**Composition:** The composition of the Threat Assessment Team will depend on the nature and origin of the reported threat. The team would typically include representatives of the department affected, the Department of Employee Relations (DER), the Police Department, the EAP, and the City Attorney's office.

### **Applicability**

All employees, regardless of their position, are covered by and must comply with this policy. For purposes of this Policy, the term "employee" shall cover current employees (civil service and non-civil service), applicants, temporary workers, interns, independent contractors, vendors, volunteers, members of boards and commissions, and elected officials.

### **Investigation**

Any reported violation of this policy will be investigated in a timely and confidential manner by staff within the Department, staff within the Office of Diversity (DER), or in appropriate circumstance, by an outside investigator. Employees are required to cooperate in investigations relating to this policy. Confidentiality will be maintained throughout the investigatory process to the extent consistent with adequate investigation and appropriate corrective action. The purpose of this provision is to protect the confidentiality of the complainant as well as the accused, to encourage the reporting of incidents in violation of this policy, and to protect the reputation of an employee mistakenly or wrongfully accused.

### **Action Following Investigation**

Any individual or group who endangers the physical and/or emotional health, safety and well-being of another may be subject to one or more of the following actions: Conflict resolution; counseling; administrative leave; a referral to EAP; discipline; termination; physical removal; fines and/or civil and criminal penalties as provided by law.

### **Retaliation Prohibited**

There will be zero tolerance for retaliation against an employee who has in good faith filed a complaint of a violation of this policy, or who has assisted in an investigation. Employees who report a violation of this policy, or who cooperate in an investigation in compliance with this policy and who believe they have been retaliated against should report this conduct as outlined above.

## **CITY OF MILWAUKEE DOMESTIC VIOLENCE AWARENESS PROGRAM**-- *Breaking the Silence*

*Can you name a crime that...*

- Contributes to low birth weight in children?
- Causes business losses of 3 to 5 billion dollars per year?
- Generates thousands of calls to the Milwaukee Police each year?

The answer is **domestic violence**, the leading cause of injury to women in the United States. In Wisconsin, domestic violence is a **crime**.

During the past few years, we all have become more aware and more concerned about how domestic violence (sometimes called wife abuse) affects our workers. Some estimates place the number of women battered by their partners at **1 in 10**. Other research indicates that the number of battered women in our country may be as high as **1 in 5**. With a city workforce of over 8,000 employees, it is likely that many of us are affected by domestic violence, as victims, batterers, or friends and family members.

Since most domestic violence occurs in the home, the worksite may be one of the few places where a victim feels safe. Imagine, though, how difficult it must be for a victim of continuing abuse to focus on their work. Absenteeism, lateness, injury, emotional upheaval, frequent personal phone calls, and general distraction, are some of the possible problems on the job that could be related to domestic violence. Batterers, too, may demonstrate their problems through anxiety and inconsistent job performance.

The City of Milwaukee is working to create an environment supportive of victims who are facing these problems. The "**Breaking the Silence**" project is aimed at helping coworkers, supervisors, victims and batterers themselves to better understand the problems that cause and come from domestic violence. City workers can help those in trouble find necessary services. Intervention in domestic violence cases may help victims maintain a commitment to the job and to put some desperately needed order into their lives.

What is domestic violence? Domestic Violence is the abuse of **power** in a relationship. Abuse includes any intentional bodily harm or pain caused to another person. Threats of violence, stalking, excessive control over daily activities and forced sexual relations are often present in domestic violence situations.

Examples: Hitting, choking, slapping, punching, hair pulling, biting, restraining, kicking, rape, withholding resources/money, controlling victim's comings and goings, isolating victim from family and friends.

Why do victims often stay in violent relationships? Family, friends, and coworkers must understand that many factors make it very difficult for a victim to leave an abuser. Reasons given by victims for staying with batterers include:

- Economic dependence
- Fear of greater physical injury to themselves and their children if they leave
- Fear of losing custody of children
- Belief that the batterer will change
- Acceptance of abuse as a way of life
- Pressure from family to "stay together for the children"
- Fear of the criminal justice system
- Cultural and religious beliefs
- Fear of loneliness
- Shame, guilt

Aren't there as many battered men as battered women? Men are also victims of domestic violence and they, too, must seek help from police and counselors. U.S. Department of Justice figures show, however, that up to 95% of victims of battering are women.

Doesn't most domestic violence occur among poor people? Domestic violence is a serious problem in cities and suburbs, in farming communities and small towns. People of all ethnic groups, economic classes, and religious denominations are victims and batterers.

What can I do to help a coworker who has been battered? Tactfully approach a coworker you believe is a victim and stress the importance of getting help. The longer the violence continues, the more brutal it is likely to get.

- Report harassing phone calls to supervisors or security staff.
- If a known abuser is on the premises, contact security staff or police.
- Listen non-judgmentally. Remember that it is very tough for victims to admit that they are being abused.

Although it is not your responsibility to solve your coworkers' problems for them, awareness of legal and social service resources can help victims of domestic violence help themselves.

To victims: Domestic **violence is a crime**. If you are in danger, call 911. Tell the police it's an emergency. When they arrive, tell them the complete story. While they are at the scene, the police will connect you with the Domestic Violence Hotline. The Hotline worker will give you information about counseling, restraining orders, the criminal justice process, and will help you to determine if you need emergency shelter. If you are injured, you will be transported for medical assistance.

If you choose not to call the police, be sure you have a safe place to go. You can call one of the domestic abuse hotlines for help, even if you don't involve the police. You can also call the City's Employee Assistance Program and the Common Council Task Force on Sexual Assault and Domestic Violence for information on programs for both victims and batterers. Whether or not you want to stay with your partner, you need counseling and support. **YOU ARE NOT ALONE.**

To batterers: When you are frustrated, angry, or depressed do you find yourself striking out at the person you love? When you lose your temper and lose control, have you hit, punched, or behaved in a way that scares you, your partner, or your children? If you have answered "yes" to either of those questions, it's time to make some

changes in your life. In order to stop hitting, you must first do some honest thinking and take responsibility for your behavior. There are several **confidential** programs in Milwaukee designed to help you learn alternatives to hitting. By learning to avoid abuse, you can help to put an end to your suffering and the suffering of those you care about. Remember -- by hurting someone you love, you are not only destroying that relationship, but if you have children, you are teaching them that violence is acceptable behavior. That lesson may last their lifetime. **Reach out** -- it can help you to stop hurting.

<b>AREA RESOURCES FOR VICTIMS AND BATTERERS</b>	
<b>Shelters &amp; 24 Hour Hotlines:</b>	
Sojourner Truth House	933-2722
Women's Crisis Line & Shelter	671-6140
<b>Counseling:</b>	
Sojourner Truth House	933-2722
Milwaukee Women's Center	272-6199
Task Force on Battered Women & Children	643-1911
Asha Women of Color Project	264-7822
<b>Restraining Orders:</b>	
Task Force on Battered Women & Children	276-1911
Lawyers Referral Service	274-6768
<b>Programs for Batterers:</b>	
Batterers Anonymous/Beyond Abuse	643-4799
Nevermore	272-6199
Domestic Abuse Intervention Project	278-4679
<b>City Government Resources:</b>	
Employee Assistance Program	286-3145
Common Council Task Force on Sexual Assault & Domestic Violence	286-2997

## **CITY OF MILWAUKEE ANTI-HARASSMENT POLICY (SUMMARY)**

It is the policy of the City of Milwaukee to provide a work environment that is free from sexual harassment and harassment or discrimination based upon race, national origin, religion, age, disability, creed, color, marital status, ancestry, sexual orientation, arrest record, conviction record, membership in the National Guard, state defense force or any other reserve component of the military forces of the United States or this state or the use or non-use of lawful products off the employer's premises during non-working hours. These categories are protected under Section 703 of Title VII of the 1964 Civil Rights Act, as amended, as well as the State of Wisconsin Fair Employment Relations Act.

Description Revised March 2004 –

### **Policy and Definition**

It is the policy of the City of Milwaukee to provide a work environment that is free of harassment.

### **Sexual Harassment Defined**

Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature constitute harassment when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of employment;
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

The following are examples of sexual harassment:

**Verbal:** Sexual innuendo, suggestive comments, jokes about gender specific traits, personal questions about an employee's social or sexual life, sexual propositions;

**Nonverbal:** Suggestive or insulting noises, leering, making obscene gestures, displaying sexually explicit materials, indecently exposing oneself, engaging in voyeurism; and

**Physical:** Any unwelcome touching including but not limited to pinching, caressing, coercing sexual relations or sexual assault.

Sexual harassment by any staff member, manager, supervisor, or non-employee will not be tolerated. All staff members are expected to comply with this policy and to take appropriate measures to ensure that such conduct does not occur.

#### **Harassment Based Upon Other Protected Categories**

Harassment based upon any of the other categories listed above is also illegal and will not be tolerated. Such harassment includes different treatment in terms of conditions of employment, hiring, promotion, assignment, discipline, and discharge because of any of the protected categories listed in the “summary” above. Harassment may also include, but is not limited to, ethnic slurs and other verbal or physical conduct when the conduct: (1) has the purpose or effect of creating an intimidating, hostile, or offensive working environment; (2) has the purpose or effect of unreasonably interfering with an individual’s work performance; or (3) otherwise adversely affects an individual’s employment opportunities.

In addition to the above categories protected by law, the City of Milwaukee has a zero tolerance policy regarding workplace violence. Workplace violence includes, but is not limited to threats by employees at any level, harassment, intimidation, or bullying. There is no justification for actions that are abusive or intolerant. All must treat others with dignity and respect. Those employees whose unacceptable behavior continues will not be tolerated and will face discipline, including removal from their positions.

#### **Sexual Harassment Complaint Procedure**

Any employee who believes he or she has been the victim of harassment, including, but not limited to sexual harassment, should immediately inform his or her supervisor, department manager or the Office of Diversity staff DER staff in Room 706 of City Hall. These parties will provide confidential assistance to individuals in an attempt to resolve issues of sexual harassment or other types of harassment. In all cases, efforts should be made to resolve and correct sexual harassment or other types of harassment issues prior to the filing of a complaint. If an employee wishes to file a complaint, he or she may do so through DER or a Complaint Intake Advisor who is elected by each department’s EEO Committee.

Investigation of harassment complaints will begin with a signed, written statement by the complainant, and will include interviewing the parties involved in the complaint and any witnesses. Retaliation against an employee who has filed a complaint or has assisted in an investigation is strictly prohibited.

Complaints will be investigated in a timely and confidential manner. In no event will information concerning a complaint be released to or discussed with anyone who is not involved with the investigation. The purpose of this provision is to protect the confidentiality of the complainant, to encourage the reporting of incidents of sexual harassment or other types of harassment, and to protect the reputation of an employee wrongfully accused of sexual harassment.

If an investigation reveals that a harassment complaint is valid, supervisors and the department head will take immediate action to stop the harassment, to prevent its recurrence and to discipline an employee they find guilty. Disciplinary action may include a verbal or written warning, suspension or discharge. Complainants should understand that they might have to testify in legal proceedings if their charge of sexual harassment or other type of harassment results in a disciplinary action being taken against another individual.

Any employee who feels that he or she has been subjected to sexual harassment or other type of harassment should contact his or her supervisor, the departmental Complaint Intake Advisor or Charles Coleman, Diversity and Outreach Officer, at 286-6210 or Rebecca Reyes Duke, Diversity Specialist Sr. at 286-5967. Complaint forms and other information are available on the web at:

**<http://www.milwaukee.gov/der>** or in person at the Department of Employee Relations, Room 706, City Hall.



## **ACTS TO PROTECT EMPLOYEES**

### **EQUAL EMPLOYMENT OPPORTUNITY**

As a local governmental agency, the City of Milwaukee is committed to the policy that it shall provide equal employment opportunities to all qualified persons without regard to their race, religion, color, age, disability, sex, national origin, sexual orientation, marital status, membership in the military reserves, creed, ancestry, arrest or conviction record, use or nonuse of lawful products away from work. In adhering to this policy, the City abides by the Wisconsin Fair Employment Act, Title VII of the Civil Rights Act of 1964, as amended, the Americans with Disabilities Act of 1990, and by other applicable statutes and regulations relating to equal employment opportunities. Consistent with its employment standards, the City of Milwaukee is committed to achieving excellence through diversity. The City of Milwaukee fosters an environment that recognizes and is respectful of the diversity of all of its employees and of the citizens it serves.

The City's Policy on Equal Employment Opportunity/Affirmative Action represents its commitment to a nondiscriminatory work environment for all qualified applicants and employees. The City of Milwaukee is an employer who values the diversity of its employees. The City recognizes that the effectiveness in using the talents of people of different backgrounds, experiences and perspectives is key to improving the programs and services provided to the citizens we serve. The concept of racial and cultural diversity strengthens the workforce as whole. *(Mayor John O. Norquist Policy Statement, October 2000)*

If you are a City employee and have any questions regarding discrimination as it relates to your employment, you should contact the Office of Diversity at 286-5967. You may also contact the following agencies:

Wisconsin Dept. of Workforce Development  
Equal Rights Division  
819 North 6<sup>th</sup> Street  
(414) 227-4384

Equal Employment Opportunity Comm. (EEOC)  
Milwaukee District Office  
310 West Wisconsin Avenue, Suite 800  
(414) 297-1111

### **DRUG FREE WORKPLACE ACT OF 1988**

Under the Drug Free Workplace Act of 1988, the City of Milwaukee is required to maintain a drug free workplace.

It is the City of Milwaukee's policy that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance by employees is prohibited in all City of Milwaukee workplaces. As a condition of employment, City employees are required to abide by the terms of this policy.

Drug abuse in the workplace is not only illegal, but poses a safety threat to the employee, to the employee's co-workers and the public. City employees must notify their supervisor of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction.

Any City employee who is convicted of a criminal drug statute violation that occurs in the workplace will have appropriate disciplinary action taken against them up to and including discharge from employment. In lieu of disciplinary action an employee could be required to participate satisfactorily in an approved drug abuse assistance or rehabilitation program.

The City of Milwaukee's Employee Assistance Program (EAP) is available to help City employees who develop behavioral/medical problems that may directly affect their work. Employees may use the EAP for self-referral. However, in the case of a criminal drug statute violation, management may make a formal referral to the EAP in lieu of disciplinary action.

For further information on the EAP program, employees may contact the Employee Assistance Coordinator at (286)-3145.

## **AMERICANS WITH DISABILITIES ACT**

It is the policy of the City of Milwaukee (City) to provide equal employment opportunities for all employees and applicants for employment with the City regardless of disability. It is the City's policy, in compliance with the Americans with Disabilities Act (ADA) and the Wisconsin Fair Employment Act (WFEA) to prohibit discrimination and harassment against a qualified individual with a disability, because of the disability, with regard to application procedures, hiring, advancement, compensation, job training, discharge and other terms, conditions and privileges of employment. The City will reasonably accommodate a qualified individual with a known disability where such accommodation does not create an undue hardship on the operation of the City's business.

It is also the policy of the City that harassment of an employee or applicant because of a real or perceived disability, or a record of a disability will not be tolerated. All City employees, vendors, independent contractors, temporary workers, and other third parties with whom the City may contract with are expected to comply with this policy and to take appropriate measures to ensure that such conduct does not occur. If an employee is found to be in violation of this policy that employee will be subject to discipline, up to and including discharge.

### **Definitions**

A "qualified individual with a disability" is a person who:

- Has a physical or mental impairment that substantially limits one or more major life activities;
- Has a record of such impairment; or
- Is regarded as having such impairment.

A "qualified individual" is one who possesses the required training, skills, experience, education or other job-related requirements of the job and who, with or without a reasonable accommodation, can perform the essential functions of the job.

An "impairment" is a physical or mental condition, which currently substantially limits a major life activity. Impairment is defined by state laws as a 'real or perceived lessening or deterioration or damage to the normal bodily function or condition, or the absence of such bodily function or condition'.

An individual is "substantially limited" in a major life activity when the individual is either unable to perform a major life activity or is significantly restricted as to the condition, manner or duration under which the individual can perform the major life activity as compared to an average person in the general population. "Substantially limited" is defined by state law as a real or perceived impairment, which makes achievement unusually difficult or limits the capacity to work.

"Major life activities" include, but may not be limited to, caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning and working.

A "reasonable accommodation" may include, but is not necessarily limited to:

- Making existing facilities used by employees or applicants readily accessible to and usable by persons with disabilities;
- Job restructuring, modifying work schedules, reassignment to a vacant position for which the individual is qualified; and/or
- Acquiring or modifying equipment or devices, adjusting, modifying examinations, training materials, or policies, and providing qualified readers or interpreters.
- A function may be considered an "essential function" when:
- The reason the position exists is to perform that function;
- A limited number of employees are available among whom the performance of that job function can be distributed; and/or
- The function may be highly specialized so that the incumbent in the position is hired for his or her expertise or ability to perform the particular function.

"Undue hardship" is an accommodation for which the cost outweighs the benefit.

“Confidential Medical Records”. All employee medical records are confidential and will be kept separate from employee personnel records. All medical records, requests for accommodation and reasonable accommodations will be kept confidential as required by law, except to the extent necessary to effectuate the reasonable accommodation. When a reasonable accommodation has been given to an employee with a disability pursuant to this policy neither the accommodation made nor the reason for the accommodation shall be discussed with co-workers or other employees. If asked why a job modification has been made, the responding supervisor, department head, etc. shall respond that the modification was made in compliance with state and federal laws, which also strictly prohibit disclosure of any further information.

The following exceptions may apply with regard to confidential medical records, conditions or accommodations:

- (1) Supervisors and managers may be informed regarding necessary restrictions on the work or duties of the employee and necessary accommodation;
- (2) First aid and safety personnel may be informed, when appropriate, if the disability might require emergency treatment; and
- (3) Government official’s investigation in compliance with the ADA and/or the WFEA shall be provided relevant information on request.

Results of pre-employment medical examinations, including drug tests, will be subject to the above confidentiality provisions.

### **Production/Performance Standards**

The City will engage in an informal, interactive process with qualified individuals with a disability in need of a reasonable accommodation. The goal of this process will be to identify the precise limitations resulting from the disability and potential reasonable accommodations that could eliminate any artificial barriers in the workplace that will allow the employee or applicant with a disability to perform the essential functions of the job. This process requires cooperation and participation by both the employee/applicant and the City. In no circumstances, however, will the City lower quality, performance or production standards to make an accommodation.

### **Interactive Accommodation Process**

When an employee or applicant makes a request for an accommodation, the City will initiate an interactive accommodation process with the individual. The City will make a good faith effort to work with the individual to reach a reasonable accommodation.

An employee requesting a reasonable accommodation may make such a request orally or in writing to their department personnel officer, immediate supervisor, section manager, department head, or to the Department of Employee Relations (hereinafter referred to as ‘City representative’). If the employee request is made to his or her immediate supervisor, the supervisor, or manager shall report the accommodation request or complaint, as the case may be, to either the Department personnel officer or Department head, who shall initiate the interactive accommodation process as outlined below.

- The appropriate City representative will meet with the employee who has requested an accommodation;
- *The City representative will request information about the condition or impairment and the limitations of the employee;*
- *The City representative will ask the employee what he or she specifically is requesting as a reasonable accommodation;*
- *The City representative shall then investigate the feasibility and reasonableness of the requested accommodation; and,*
- *Either make the accommodation, discuss available alternative that would also be effective reasonable accommodations or explain why the condition or impairment cannot be reasonably accommodated without imposing an undue hardship*

The determination of a reasonable accommodation is a cooperative process in which both the City and the employee must make reasonable efforts to define an effective reasonable accommodation and exercise good faith during the process. The interactive process is meant to identify the individual’s functional limitations and the

potential reasonable accommodation that is needed. It does not guarantee that the employee will be given their favored accommodation, but that the City will attempt to reach a reasonable and effective accommodation where one can be given without creating an undue hardship.

The City is entitled to require the employee/applicant to provide reasonable documentation with regard to the employee's/applicant's disability and functional limitations. The City may require documentation to establish that the employee has an ADA disability, and that the disability necessitates a reasonable accommodation. All such requests for documentation shall be job related and consistent with business necessity. In cases where a disability is not obvious, the City may ask for documentation as to the nature, severity, and duration of the impairment; the activity or activities that the impairment limits; and the extent to which the impairment limits the employee's ability to perform the activities. If the requested documentation is ambiguous or insufficient, the City may require the employee (or applicant) to sign a limited release allowing the employer to submit specific, job-related questions to the employee's health care provider and/or may request the employee to submit to a job-related medical examination by a health care provider of the City's choice, at the City's expense.

### **Medical Examinations and Inquiries**

The City will not ask job applicants or current employees about the existence, nature or severity of a disability. Applicants may be asked about their ability to perform specific job functions. A job offer will be conditioned on the results of a medical examination, which is required of all entering employees in similar jobs. Current employees may be required to submit to a job related medical or psychological examination consistent with the business needs of the City.

All candidates who accept employment offers for non-exempt positions are reinstated after resignation, or who transfer from Milwaukee Public Schools must pass a pre-employment drug test as a condition of employment, in compliance with the City's pre-employment drug testing policy. Exempt employees may be required to successfully complete a pre-employment drug test if requested by the authorized appointing authority.

### **Drug and Alcohol Abuse**

The ADA does not cover employees and applicants currently engaging in the use of illegal drugs. Tests for illegal drugs are not subject to the ADA's restrictions on medical examinations. The City will hold illegal drug users and alcoholics to the same performance standards and work rules as other City employees.

### **Safety**

All City employees are required to comply with all workplace safety standards. The City is committed to providing a safe work environment for all of its employees. Any applicant who poses a direct threat to the health or safety of themselves or other individuals in the workplace that cannot be eliminated by a reasonable accommodation will not be employed in that position. Similarly, current employees who become disabled and pose a direct threat to themselves or others, which threat may not be eliminated by reasonable accommodation, will be placed on an appropriate leave. An attempt will be made to place applicants and employees in positions for which they are qualified and in which they do not pose a direct threat to the safety of themselves or others.

### **Coordination with Other Policies**

This policy regarding qualified individuals with disabilities will be coordinated with all other City policies such as safety, workplace violence prevention, drug testing, job sharing, flextime, leave, etc. This policy will also be coordinated with other applicable laws such as the Family Medical Leave Act, the Wisconsin Worker's Compensation law, as well as Civil Rights laws. Because it is impossible to write a rule or policy which covers every circumstance the City reserves the right to impose proper discipline as necessary to its efficient business operations. The City reserves the right to amend or interpret this policy as necessitated by individual circumstances and/or changes in state and federal laws.

### **Compliance and Complaint Procedure**

It is the responsibility of all employees of the City to ensure that this policy is understood, abided by, and carried out by everyone. All employees and staff are expected to cooperate and to support actively the efforts of the City to ensure that this policy will be effective.

Employees or applicants who believe that they have been the victim of discrimination or harassment on the basis of a real or perceived disability, or the record of a disability should immediately contact their department personnel officer, supervisor or department head. In the alternative, individuals may contact the Department of

Employee Relations to report any perceived violations of this policy, or with questions or concerns regarding the City's ADA policy. The Department of Employee Relations will be responsible for implementing this policy, including investigation of claims, and resolution of reasonable accommodation, safety, and undue hardship issues.

The appropriate City representative will provide confidential assistance to individuals in an attempt to resolve issues regarding disability discrimination/harassment. In all cases, efforts should be made to resolve and correct the discrimination/harassment issues prior to filing a complaint. If an employee wishes to file a complaint, he or she may do so through DER or a Complaint Intake Advisor who is elected by each department's EEO Committee.

Investigation of complaints will begin with a signed, written statement by the complainant, and will include the parties involved in the complaint and any witnesses. Assistance in filling out the complaint will be provided if necessary. Retaliation against an employee who has filed a complaint or has assisted in an investigation is strictly prohibited.

Complaints will be investigated in a timely and confidential manner. All information concerning an applicant's medical condition or a current employee's medical condition will be kept strictly confidential unless that individual grants specific authorization to disclose it, to the extent necessary to efficiently investigate the complaint. In no event will information concerning a complaint be released to or discussed with anyone who is not involved with the investigation. The purpose of this provision is to protect the confidentiality of the complainant, to encourage the reporting of incidents in violation of this policy, and to protect the reputation of an employee wrongfully accused.

If an investigation reveals that a complaint is valid, supervisors and the department head or the Department of Employee Relations will take immediate action to stop the discrimination/harassment, to prevent its recurrence and to discipline an employee found to have violated this policy. Disciplinary action may include a verbal or written warning, suspension or discharge. Complainants and witnesses should understand that they might be required to testify in legal proceedings if their complaint results in disciplinary action being taken against another individual.

**QUESTIONS?** Call 286-6210 or send email to [cecole@milwaukee.gov](mailto:cecole@milwaukee.gov).

## **GIVE A LITTLE**

### **COMBINED GIVING CAMPAIGN**

City of Milwaukee employees have a strong history of supporting the community through these annual campaigns. Many employees use the convenient payroll deduction plan to contribute. Talk to your payroll clerk or department representative for more information on these programs.

The Combined Giving Campaign helps agencies through the United Way, Wisconsin Combined Health Appeal and ACHOICE. More than 16 human service agencies and organizations in the Greater Milwaukee area receive funding from the campaign each year.

### **UNITED PERFORMING ARTS FUND (UPAF)/VISIONS CAMPAIGN**

City of Milwaukee employees have a strong history of supporting the community through these annual campaigns. Many employees use the convenient payroll deduction plan to contribute. Talk to your payroll clerk or department representative for more information on these programs.

The United Performing Arts Fund (UPAF) is a nonprofit organization formed to promote cultural and educational activities in the arts in the Milwaukee area. Twenty-four arts organizations receive operating funds from UPAF.

### **BLOOD DRIVES**

Many City employees make periodic donations to the Blood Center. Employees who are in good health and under 65 years of age are encouraged to donate. If you are willing to donate blood, contact your department's blood drive representative. Please go to the City's Intranet site, "The MINT" to find out when the next blood drive will be held. Go to <http://mint.milwaukee.gov> and click on "Employee Resources." The link for blood drive information is under the "Miscellaneous" category. (Note: The MINT is only accessible on the City's system.)

## **MISCELLANEOUS**

### **PAYMENT OF BILLS**

Prompt settlement of lawful bills is your obligation wherever you work. Although the City Treasurer must acknowledge judgments against your pay, there is no obligation to serve as a go-between with your creditors. Failure to pay your just debts reflects unfavorably on the City. Because our creditors, who are taxpayers, are also our employers, we have a special responsibility to avoid credit problems.

### **GRIEVANCES**

The City of Milwaukee has an effective procedure through which you, as an employee, may obtain an answer for any grievance you may have. If you have a grievance, you should first present it orally to your immediate supervisor, either alone or accompanied by a union representative. If the grievance is not settled at the first step, it should be reduced to writing and presented to your immediate supervisor.

The grievance procedure is not complicated; however it cannot be thoroughly explained here. Detailed provisions of the Grievance Procedure can be obtained from your supervisors, your union representative, or from the Department of Employee Relations – Labor Relations Division, Room 701, City Hall or call 286-2357.

Far from taking disciplinary action against the employee who submits a grievance, most department heads regard the grievance as evidence of a breakdown in communication. Every fair and reasonable step will be taken to resolve the problem.